The Problem

- LCDR Micah Murphy - CO of rotational mine sweeper MCM Crew Exultant – 2010
- Deploying to Bahrain to take over as crew of USS DEXTROUS just in time for INSURV
  - Board of Inspection and Survey
  - Occurs once every five years
- Crews typically devote six months to preparing for the inspection, but Crew Exultant only had four months to prepare a ship that was completely unfamiliar to them

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The Solution

- Added a duty section to assume 2200-0700 watches
  - Used Sailors who were transferring, getting out, new to the ship, or otherwise had a minimal role in INSURV
  - Able to expand from 3 duty sections to 4
  - Guaranteed every crew member a full night's sleep
- Issued Impact Awards; turned it into a competition
- Kept our progress updated on the mess decks on big screen rolling slide show
- Received highest INSURV of that year and

Building the Exultant Brand

- Impact Awards
  - Rewarded number of discrepancies found and fixed
  - Divisions competed heavily against each other
  - Winners acknowledged in front of crew, got a pin for their ball cap and an extra day off
  - Credible reward system because it was consistent
  - Targeted the biggest skeptics and turned them into advocates
- Sailors buy into the brand and wrap part of their own personal identity into the success or failure of the command and the greater community as a whole

Floating "Leadership Lab"

- Wardroom encouraged to read leadership bios
- Discussed professional topics and influenced one another despite rigors of fwd deployment
- LCDR Murphy's philosophy: "I am open to your suggestions and input until a decision is made, and then I expect your support 100%"
- All DHs carried (their own) iPads
  - Took pictures of discrepancies around the ship
  - Used them as portable power point displays
  - Used excel for tracking checks for INSURV
  - Each DH updated checklist and collaborated input daily

Keys to Success

LCDR Murphy…

1. Understood the problem and understood the limitations he was facing
   - Forced him to think outside the box
2. Had a profound sense of the power of human capital and how to best leverage it
3. Never underestimated the power of branding and its effect on an organization

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